

# Article Alert

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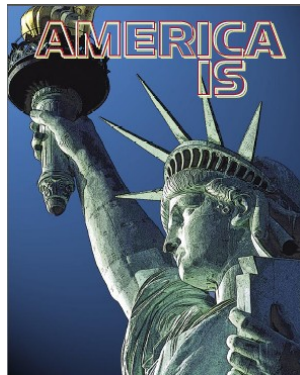
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## New *eJournal USA*: Venture Capital Meets Hi-Tech

This *eJournal* explores the phenomenon that drives uncounted Americans — and now citizens of other nations — to create fledgling "start-up" businesses that explore and exploit the latest developments in high technology. It also investigates the closely related "venture

capital" phenomenon. How investors match their funds to (hopefully) winning ideas is a big part of the start-up story.

The journal is available free from: <http://www.america.gov/publications/ejournalusa/0508.html>



## DEMOCRACY AND GLOBAL ISSUES

1. Varady, Robert G., et al. **STRENGTHENING GLOBAL WATER INITIATIVES** (Environment, vol. 50, no. 2, March/April 2008, pp. 19-31)

The growing global shortage of clean fresh water is one of the most serious environmental issues facing the world today, say these authors. They analyze the global initiatives that

have been at work for decades to resolve water issues, and suggest ways to improve them. "Proficient at their best and weak and corrupt at their worst, the systems that govern the planning and management of water resources need attention," the authors write. A 2004 survey of water experts found overlap of purpose, proliferation

imprecision of goals to be major problems in this network of organizations that operate regionally and globally to attempt to provide some solutions for water problems. They suggest several means by which these organizations might attempt to address these inefficiencies, even while admitting that the initiatives "elude easy

evaluation." Still, the authors credit these global water initiatives with providing important assistance to nation-states contending with local water issues.

## ECONOMIC SECURITY

2. Hemp, Paul **WHERE WILL WE FIND TOMORROW'S LEADERS? A CONVERSATION WITH LINDA A. HILL** (Harvard Business Review, vol. 86, no. 1, January 2008, pp. 123-129)

Corporations and other organizations need new leaders to deal with the increasingly global, diverse, interdependent and complex environment, says Linda Hill, a business administration professor at Harvard Business School. Companies need leaders who know and are from the emerging markets, where the fastest economic growth is occurring, but they also need a new type of leader who can adopt a more inclusive, collaborative style. Calling this model "leading from behind", Hill argues that its followers must be able to create a

context or culture in which other people are willing and able to lead. This doesn't mean that new leaders abrogate responsibility; they still will need to nudge and prod if the "flock" strays too far off the track or into danger. Such potential leaders already exist in organizations, Hill says. But they often are "invisible", or not considered for leadership roles, because they don't fit the traditional leadership model developed in the U.S. and Western Europe. Instead, they need to be nurtured by today's leaders, who can make space and provide opportunities for them to grow. Many situations, for example crises, will still require traditional, set-the-course, inspire-people type of leaders. But emphasis needs to be

shifted toward the leading-from-behind model

3. Klare, Michael **THE END OF THE WORLD AS YOU KNOW IT ... AND THE RISE OF THE NEW ENERGY WORLD ORDER** (Tomdispatch.com, posted April 16, 2008)

Klare, professor of world security studies at Hampshire College in Amherst, Massachusetts, writes that soaring oil prices in recent weeks are "just a taste of the latest energy news", which portend a fundamental shift in the modern world, which will only intensify as global energy supplies dwindle. We are witnessing the creation of a new world order, characterized by growing competition for the remaining supplies of fossil fuels and

uranium, an unprecedented transfer of power and wealth from energy-deficit states such as the U.S., China, Japan and Europe, to energy-surplus states such as Saudi Arabia, Russia and Venezuela. Sources of renewable energy, while promising, are not being developed and built out fast enough to avoid the multifaceted energy crisis that lies ahead. Klare writes, "in the new, energy-centric world we have all now entered, the price of oil will dominate our lives and power will reside in the hands of those who control its global distribution." He believes that the most urgent decision facing the next U.S. president and Congress is how to speed the transition from fossil fuels to sustainable alternatives.

## INTERNATIONAL SECURITY

4. **AFTER BUSH** (Economist, vol. 386, no. 8573, March 29, 2008, pp. 3-16)

In this special report on America and the world, The Economist notes that America's foreign policy may change under the next president, but confusion over Iraq, worries about overstretch and divisions over

the country's role in the world will remain. When it comes to foreign policy, there really are two Americas; the divisions are at their sharpest over Iraq, but they extend much further. Among the contentious issues: whether America should put the war on terrorism at the heart of its foreign policy or treat it as

just one concern among many, or whether the U.S. should conduct military action against Iran or allow Iran to obtain nuclear weapons. The authors note that these divisions are the legacy of a president who came into office promising anything but a bold foreign policy. The report includes sections on the

status of the Bush doctrine on global involvements, the Democratic surge as they will try to change U.S. foreign policy, the focus on international terrorism, the improvement of its global image, and the future of foreign policy now that the uncertainties of the Cold War have gone.

## ....Continued

5. Ross, Michael L. BLOOD BARRELS: WHY OIL WEALTH FUELS CONFLICT (Foreign Affairs, vol. 87, no. 3, May/June 2008, pp. 2-8)

Oil-rich countries increasingly account for global instability, as rising energy prices provide autocratic and corrupt governments greater wealth, insulates them from international opprobrium of human-rights abuses, and gives would-be insurgencies incentive to enter into conflict. The author argues in support of adapting new international mechanisms to reverse the "oil curse." Citing the success of the cooperation between national governments,

international organizations and NGOs in addressing Africa's "conflict diamonds" in the 1990s, the author advocates putting pressure on consumers to purchase energy from responsible governments; demanding greater transparency from producers; and urging energy companies to experiment with providing more development and infrastructure projects to poorer producing nations to ensure that all citizens benefit from their nation's energy largesse.

6. Zakaria, Fareed THE FUTURE OF AMERICAN POWER: HOW AMERICA CAN SURVIVE THE RISE OF THE REST

(Foreign Affairs, Vol. 87, No. 3, May-June 2008, pp. 18-43)

According to Zakaria, editor of Newsweek International, the era of American dominance is over, but an era when America can still lead is possible. The U.S. need not become bankrupt as Great Britain, the former superpower, did a century earlier. The United States, in fact, can remain economically potent for decades to come, especially if it remains attractive to talented immigrants. The country has become politically dysfunctional, however. Bitter partisanship has prevented politicians in the middle from making the compromises needed to fix

Social Security, Medicare, the tax system, subsidies, immigration policy and other national problems. Meanwhile, most of the rest of the world is challenging U.S. industrial, financial, social, and cultural power. Whether the United States can fix its political system in order to keep its economy and society competitive is unclear.

## U.S. SOCIETY & VALUES

7. MacDonald, Stuart; Uribe, Luis Martinez LIBRARIES IN THE CONVERGING WORLDS OF OPEN DATA, E-RESEARCH, AND WEB 2.0 (Online, vol. 32, no. 2, March/April 2008, pp. 36-40)

Information and communication technologies (ICT) are transforming the way researchers work. The new forms of research enabled by the latest technologies bring about collaboration among researchers in different locations, institutions, and even disciplines. This new collaboration has two key features – the prodigious use and production of data. This data-centric research manifests itself in such concepts as e-science, cyber infrastructure, or e-research. Over the last decade there has been much discussion about the merits of open standards, open source software, open access to scholarly publications, and most recently open data. There are a

range of authoritative weblogs that address the open movement, some of which include: 1. DCC's Digital Curation Blog, 2. Peter Suber's Open Access News, and 3. Open Knowledge Foundation Weblog. The data used and produced in e-research activities can be extremely complex, taking different forms depending on the discipline. In the hard sciences, such as biochemistry, data can take the form of images and numbers representing the structure of a protein.

8. Massing, Michael THE VOLUNTEER ARMY: WHO FIGHTS AND WHY? (New York Review of Books, April 3, 2008, pp. 34-36)

After reviewing survey data and interviewing a number of soldiers at 10th Mountain Division, based at Watertown, New York, the author concludes that most volunteers come from working-

and expensive market economy" where college, in particular, is increasingly unaffordable. The military, with its housing and employment guarantees, its health insurance and educational assistance programs, "seems the last outpost of the welfare state in America."

9. Mathews, Jay BAD RAP ON THE SCHOOLS (Wilson Quarterly, vol. 32, no. 2, Spring 2008, pp. 15-20)

Mathews, an education reporter and columnist at The Washington Post, disputes a recently aired documentary called Two Million Minutes that suggests American students don't study as long and as hard as their counterparts in India and China, and, as a result, the U.S. may be losing the economic race to these countries. Mathews acknowledges that U.S. businesses are having

trouble hiring skilled people and must often go abroad to find more, and that American high schools have not shown much improvement in math and reading in the last 30 years. However, Mathews notes that the U.S. school system is greatly superior to those in China and India – the real problem is the bottom 30 percent of U.S. schools in urban and rural communities full of low-income children. "Not only are we denying the children who attend them the equal education that is their right, but we are squandering almost a third of our intellectual capital," he writes.

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